



By Appointment to
His Majesty King Charles III
Building Conservation Services
SSH Conservation Ltd
Somerset

SSH CONSERVATION

HISTORIC BUILDING & MONUMENT CONSERVATION

Corporate Responsibility Report

Reporting year 2025/26 | Issue date: 3 September 2026 | Approved: Managing Director | Next report: September 2027

1. Statement from the Managing Director

SSH Conservation Ltd repairs and conserves historic buildings and monuments: listed buildings, scheduled monuments, churches, churchyards, memorials and designed landscapes across the United Kingdom. Almost everything we work on belongs, in a practical sense, to a community — a parish, a trust, a council, a group of volunteers who raise the money to keep it standing. Responsibility to those communities, to the people who work for us, to the fabric we are entrusted with and to the environment in which we work is therefore not a separate corporate programme; it is the substance of the job.

This is our first Corporate Responsibility Report as SSH Conservation Ltd. It sets out how we manage our responsibilities across five areas — our people, craft skills and social value, communities and heritage, the environment, and ethical business conduct — what we did during the reporting year, and the commitments we have made for the year ahead. It draws on the policies reviewed and reissued in July and August 2026 and on the evidence maintained in our CHAS accreditation folder.

We are a small company with a long inheritance of conservation practice. Our aim in publishing this report is to be measured against it: where we have set a baseline rather than a target, we say so, and we will report progress against each commitment next year.

Jake Motley — Managing Director, SSH Conservation Ltd

2. About SSH Conservation

SSH Conservation Ltd (Company No. 16200975) is a specialist building and monument conservation contractor based at The Forge, Over Stratton, Somerset, holding a Royal Warrant of Appointment to His Majesty King Charles III for Building Conservation Services. We work as main contractor and as specialist masonry and conservation subcontractor to principal contractors, architects, surveyors and heritage bodies including English Heritage, Cadw, the Royal Parks, Royal Botanic Gardens Kew, cathedral and parochial church councils, local authorities and charitable trusts.

We operate with a small directly employed team of masons, carvers and conservators, supported by a trusted pool of labour-only and specialist subcontractors, most of whom have worked with us for many years. That structure gives us direct visibility of everyone who works on our behalf, and it shapes how we approach every area of this report.

SSH Conservation Ltd

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Registered in England & Wales: 16200975

Our work is founded on conservation principles — minimum intervention, repair in preference to renewal, like-for-like materials and the use of lime — which, as sections 5 and 6 explain, are also the basis of our social and environmental contribution.

3. Our Approach and Governance

Responsibility for corporate responsibility rests with the Managing Director, who approves the policies listed below, commits the resources needed to deliver them, and reviews performance at management review. Project managers and lead conservators identify social value and environmental opportunities and constraints at the start of each project; site supervisors implement controls day to day; and every employee is expected to contribute through our consultation arrangements.

Our commitments are set out in a suite of policies and statements, each signed by the Managing Director and reviewed annually. Those most relevant to this report are:

Policy or statement	Current issue	Area of this report
Health & Safety Policy	July 2026	Our people (section 4)
Mental Wellbeing Policy; Drug & Alcohol Policy; Welfare Arrangements	July 2026	Our people (section 4)
Equality, Diversity & Inclusion Policy; Anti-Bullying & Sexual Harassment Policy	July 2026	Our people (section 4)
Staff Training Statement; Staff Consultation Statement	July 2026	Our people and craft skills (sections 4 and 5)
Social Value Policy, Version 2.0	August 2026	Craft skills, social value and communities (sections 5 and 6)
Environmental Policy, Version 3.0	August 2026	Environment (section 7)
Circular Economy Statement, Version 1.0	August 2026	Environment (section 7)
Modern Slavery & Human Trafficking Statement; Illegal Workers Statement	July 2026	Ethical business (section 8)
Anti-Bribery & Corruption Policy; Anti-Facilitation of Tax Evasion Policy; Corporate Criminal Procedures; Whistleblowing Policy	July 2026	Ethical business (section 8)
Subcontractors Policy; Management of Subcontractors procedure	July 2026	Ethical business and supply chain (section 8)
Quality Management Policy; Risk Management Policy; Monitoring, Audit & Review Statement	April – July 2026	Governance and assurance (section 9)

Policies are communicated at site induction, through the company handbook and policy display, at company and site meetings, and to subcontractors through prequalification and subcontract order conditions. A signed communication record is retained for each policy.

4. Our People

4.1 Health, safety and welfare

The health and safety of our employees, subcontractors and everyone affected by our work is our first responsibility. Our arrangements are set out in the Health and Safety Policy and delivered through project-specific risk assessments and method statements (RAMS), site inductions, a weekly toolbox talk programme with signed attendance, and documented welfare arrangements for every site.

Our sites are inspected independently by the Building Safety Group (BSG) on a monthly programme. Notably, that programme originated as a request raised by staff at a company meeting and actioned by management; our site teams value the inspections because they feel supported by them. All accidents, incidents and near misses are recorded on our incident report, investigated for root cause and closed out with corrective action, and trends are reviewed annually.

During the reporting year we maintained a training matrix covering CSCS, SMSTS, SSSTS, temporary works supervision and coordination, PASMA, first aid at work, face-fit testing, asbestos awareness and abrasive wheels, and we carried out a full review of our CHAS evidence folder in July 2026, identifying and actioning the renewals due.

4.2 Mental health and wellbeing

Construction, and heritage work in particular, is physically demanding and often carried out in small teams away from home. We maintain a Mental Wellbeing Policy and a Drug and Alcohol Policy, deliver a toolbox talk on health and wellbeing, and encourage open communication through regular company and site meetings, inductions and site WhatsApp groups. Concerns can be raised with any supervisor, directly with the Managing Director, or through our consultation arrangements.

4.3 Equality, diversity and inclusion

We provide equal opportunities and encourage learning and personal development throughout the company, supported by our Equality, Diversity and Inclusion Policy and our Anti-Bullying and Sexual Harassment Policy. Recruitment and selection are conducted on merit against the requirements of the role, and reasonable adjustments are made to enable participation in site visits, placements and employment.

In a trade that remains heavily male-dominated, we provide visible role models of women working at every level — site manager, mason and conservator — and we actively encourage applications from those under-represented in the conservation crafts. Any conduct falling short of these standards can be raised through our consultation arrangements or our Whistleblowing Policy, and is acted upon.

4.4 Consultation and development

Individual development is discussed at annual appraisal, where training plans and CPD are agreed and recorded in the company training matrix. Ad-hoc site-based training is delivered continually through toolbox talks, which any member of the site team may instigate. We encourage everyone who works for us to continue their education while employed, including further training for surveying qualifications and application for Icon accreditation, and we engage a number of Icon Accredited Conservators.

5. Craft Skills and Social Value

Conservation masonry and building conservation are a shrinking skills base nationally. Sustaining and passing on those skills is the most significant social contribution our business makes, and it is the first priority of our Social Value Policy.

- **Multi-disciplinary training.** We train a deliberately integrated workforce — masonry, carving and conservation together rather than as separate trades — so that those entering the industry understand the integrated nature of architectural and monument conservation.
- **Institutional links.** Our masons have qualified through Bath College, Moulton College and Weymouth College; our conservators through the City and Guilds of London Art School and Weymouth College via Bournemouth University. We maintain relationships with these institutions and open our sites for day visits by college staff and students, careers guidance and work placements.
- **Mentoring.** Every apprentice, trainee and placement student is allocated a mentor. We regard mentoring as a duty to the industry as a whole: mentors are responsible for instilling good practice and a scrupulous attitude to site rules in those starting out.
- **Apprenticeships.** We do not currently employ apprentices or trainees. Establishing an apprenticeship route is a key business plan objective, and where a project's scale and duration allow we seek to create at least one new training or placement opportunity on that project.
- **Local employment and supply.** We employ local labour and source from local suppliers wherever the specification and available skills allow, and we make every effort to source local unskilled or partially skilled labour in order to offer training opportunities in the conservation sector.
- **Contribution to the industry.** We are members of SPAB and the Building Limes Forum, form part of the SPAB/Icon Stone Consolidants group, work in partnership with specialist organisations including Restorative Techniques, and contribute to technical conferences on lime technique. Our archive documents thirty years of techniques applied to original materials and structures and is used as a teaching resource.
- **Volunteering and support in kind.** Each employee may take one paid day per year to volunteer for a charitable, heritage or community organisation. We offer initial technical advice on the care of historic fabric without charge to parishes, small trusts and community groups who approach us, whether or not the enquiry leads to work.

6. Communities and Heritage

The buildings we repair are places of worship, civic landmarks, museums and public spaces that people use, care for and raise funds to sustain. Repairing a historic building keeps a community asset in use

and, in most cases, improves it for public use, supporting visitor numbers, events, local volunteering and employment, and drawing further funding into the area.

We invite the public to engage directly with our projects, supporting community open days, heritage open days and fundraising events with demonstrations of conservation techniques and craft skills where the programme and site safety allow. We explain the breathability needs of historic buildings and the reasons for the use of lime to Parochial Church Councils, trustees and other client bodies — knowledge that directly reduces the risk of well-intentioned but damaging repairs in future and helps clients make better use of scarce conservation funding.

Because our sites are close to the communities they serve, we take care over amenity. Working hours are agreed with the client and local authority; noisy operations are scheduled to avoid services, ceremonies, funerals and other sensitive periods in and around places of worship and churchyards; neighbours are informed in advance of noisy phases; and complaints are logged, investigated, responded to and reported to the client.

Health and safety is the greatest challenge of inviting inexperienced trainees and members of the community onto conservation sites, and we manage it deliberately rather than allowing it to become a reason not to engage: thorough inductions for visitors as well as trainees, full PPE for everyone on site, close supervision of less able-bodied, young or senior visitors, and a willingness to decline or defer any visit that cannot be made safe.

Feedback is sought from clients, architects, parishioners and visitors through feedback forms and testimonials, and is used to improve how we engage on subsequent projects.

7. Environment

7.1 Conservation as an environmental practice

Conservative repair extends the service life of existing building fabric and avoids the far greater embodied carbon, waste and resource consumption of demolition and replacement. Every square metre of historic masonry we repair rather than replace retains material already in productive use and avoids the extraction, processing and transport of new stone. Our use of lime rather than cement matters beyond its lower embodied carbon: lime mortar is deliberately weaker than the stone it beds, so masonry repaired in lime can be dismantled and its stones recovered intact in future, whereas cement repair forecloses that recoverability. We take that decision in favour of recoverability on every project where the fabric allows.

7.2 Our significant environmental aspects

Our Environmental Policy identifies the impacts for which the business is most significantly responsible, in order of materiality, and states how each is controlled. In summary:

- **Transport fuel and business travel — our largest impact.** Journeys are consolidated at pre-start; local labour and suppliers reduce distance and accommodation nights; car sharing is coordinated; idling is prohibited; and fuel card and mileage data are collected to establish a baseline for reduction targets.

- **Materials and embodied carbon.** Repair before replacement; lime in preference to cement; stone matched to original geology from UK quarries wherever a match exists; FSC-certified timber; materials ordered to measured take-offs; surplus stone, lime, aggregate and timber redeployed across projects.
- **Water use and pollution — our highest-consequence risk.** A drainage and runoff assessment for every wet cleaning or chemical project; drains covered and runoff contained; arisings settled and filtered and removed as controlled waste; biocide use minimised and applied only where technically justified; spill kits on every site.
- **Waste, including hazardous waste.** The waste hierarchy applied from estimating stage; waste segregated by stream; historic fabric retained or returned to the client; asbestos and lead presumed present until surveyed; registered carriers and permitted facilities only; no burning or burial of waste on site.
- **Dust, emissions and air quality.** On-tool water suppression or M-class extraction; hand techniques preferred; sheeting and encapsulation; low-VOC products; mains power in preference to generators; NRMM compliance in London.
- **Biodiversity on historic fabric.** Bats, nesting birds and lichen assemblages identified at pre-construction stage; work stopped where a roost or active nest is found; external works timed around nesting and bat activity seasons; cleaning specifications reviewed for their effect on lichen and bryophyte communities; scaffold and compounds kept clear of tree root protection areas.
- **Energy, noise and amenity.** Eco welfare units with solar power where available; LED lighting on replacement; quietest practicable methods; section 61 consents where required.

7.3 Circular economy

Our Circular Economy Statement, issued in August 2026, sets out a three-phase programme to move from circular practices that are real but largely unmeasured to a measured and targeted position: a materials and waste baseline and stone reuse register from September 2026, followed by reuse targets and supplier take-back arrangements, and then reporting against those targets. Progress will be reported in next year's report.

7.4 Environmental performance

The priority for the reporting year has been to establish reliable fuel, waste and water data as the basis for reduction targets, supporting our progression towards ISO 14001 certification and net zero. No environmental enforcement action or reportable pollution incident occurred during the year. Baseline figures are set out in section 10.

8. Ethical Business and Supply Chain

We conduct our business honestly and expect the same of everyone who works with us. Our Anti-Bribery and Corruption Policy, Anti-Facilitation of Tax Evasion Policy and Corporate Criminal Procedures set out the standards we apply, supported by a risk assessment for the prevention of the criminal facilitation of tax evasion and a communication and training record. Our Whistleblowing Policy enables anyone to raise concerns without fear of reprisal.

Although we are below the turnover threshold at which the Modern Slavery Act 2015 requires a published statement, we publish a Modern Slavery and Human Trafficking Statement voluntarily. We verify the identity and right to work of every person engaged, whether employed or labour-only; engage workers and subcontractors directly, pay fairly and promptly against agreed terms and never withhold wages, documents or deposits; vet subcontractors and key suppliers for competence, insurance and employment practices before appointment; source materials so far as practicable from established UK and European suppliers with transparent supply chains; and remain alert on site to indicators of exploitation. Any evidence of modern slavery in our supply chain will result in immediate termination of the relationship and referral to the relevant authorities.

Subcontractors are assessed at prequalification and monitored under our Management of Subcontractors procedure, which asks for their environmental policy and treats employment practice and environmental performance as part of the assessment. From 2026/27 an inspection/review of each subcontractor's performance is recorded during the contract. We pay our supply chain in accordance with agreed terms, recognising that late payment transfers cost and risk to the smaller specialist businesses on which our sector depends.

Personal data is handled in accordance with our GDPR Policy, and we hold professional indemnity, employer's liability and public and products liability insurance appropriate to our work, renewed annually.

9. Governance and Assurance

Our management system is assured in three ways. Internally, supervisors and management carry out site inspections, weekly HSEQ monitoring is recorded, and the Managing Director reviews performance and each policy annually under our Monitoring, Audit and Review Statement. Externally, the Building Safety Group inspects our sites monthly and reports independently. And through accreditation, our arrangements are assessed for CHAS, with a full evidence folder review completed in July 2026 and an annual policy review scheduled for July 2027.

Where a client operates its own social value or environmental framework, including the National TOMs, we work to those requirements in addition to our own policies and report in the format the client specifies. Social value and environmental performance form part of the Key Performance Indicators agreed with the customer where the contract requires them.

10. Performance Summary 2025/26

The measures below are those our policies commit us to record. Where a figure is shown as a baseline it is the first year of measurement and will be the reference point for targets set in 2026/27.

Measure	2025/26	Basis
RIDDOR-reportable accidents	[]	Incident reports
Accidents, incidents and near misses recorded and investigated	[]	Incident reports; near-miss register
Independent BSG site inspections completed	[]	BSG inspection reports

Measure	2025/26	Basis
Toolbox talks delivered	[]	Signed sign-off sheets
Training days delivered (in house and external)	[]	Training matrix 2026
Qualifications and accreditations achieved	[]	Training matrix; Icon records
Apprentices and trainees employed	0	Social Value Policy 4.2
Placements, work experience days and site visits hosted	[]	Site visit and open day records
Volunteering days taken	[]	Volunteering register
Free technical advice given to parishes, trusts and community groups (enquiries)	[]	Enquiry records
Fuel consumption — company vehicles and plant (litres)	Baseline []	Fuel card and mileage records
Waste removed from site by stream (tonnes) and proportion reused or recycled	Baseline []	Waste transfer and consignment notes
Environmental incidents, near misses and complaints	[]	Environmental incident register
Reportable pollution incidents or enforcement action	0	Environment Agency / local authority
Subcontractors assessed at prequalification	[]	PQQ records
Client, architect and stakeholder feedback received	[]	Feedback forms and testimonials

11. Commitments for 2026/27

- **People.** Complete the certificate renewals identified in the July 2026 CHAS review; maintain the monthly BSG inspection programme with no gaps; deliver a toolbox talk on health and wellbeing on every project.
- **Craft skills.** Recruit our first apprentice or trainee, allocated a mentor, and agree at least one training or placement opportunity on each project whose scale and duration allow.
- **Communities.** Record every site visit, open day and educational engagement hosted, and every instance of free technical advice given, so that next year's report states them in full.
- **Environment.** Establish the fuel, waste and water baselines and the stone reuse register by February 2027; set reduction and reuse targets from them; and progress our ISO 14001 readiness. Establish a project take-off and centralised procurement process such that transportation and wastage are reduced.
- **Ethical business.** Maintain right-to-work verification for 100% of those engaged (currently a mandatory check through the engagement company used for our labour-only subcontractors (LOSC)); issue the prequalification questionnaire to every new subcontractor before appointment

and record an inspection/review of each subcontractor during the contract; and pay all supply chain invoices within agreed terms.

- **Governance.** Add a version, issue date and review date block to every policy at its next issue; complete the annual policy review in July 2027; and publish the second Corporate Responsibility Report in September 2027.

12. Review

This report is approved by the Managing Director and will be reissued annually. Comments and questions are welcome and should be addressed to office@sshconservation.co.uk.

Signed: _____

Jake Motley — Managing Director, SSH Conservation Ltd

Date: _____

Supporting evidence: SSHC policy suite as listed in section 3 with signed communication records; CHAS Document Index & Review Register 27.07.26; Training Matrix 2026 and appraisal records; BSG site inspection reports; incident and near-miss reports; toolbox talk sign-off sheets; waste transfer and hazardous waste consignment notes; fuel, mileage and utility data; subcontractor prequalification records; volunteering register; client, architect and stakeholder feedback forms and testimonials.